

Headquarters
Department of the Army
Washington, DC, 6 July 2006

The Army Universal Task List

This change adds information to ART 1.0: The Intelligence Battlefield Operating System, ART 2.0: The Maneuver Battlefield Operating System, ART 3.0: The Fire Support Battlefield Operating System, ART 5.0: Mobility/Counter mobility/Survivability Battlefield Operating System, ART 6.0: The Combat Service Support Battlefield Operating System, and ART 7.0: The Command and Control Battlefield Operating System.

File the transmittal sheet in front of the publication for reference purposes. FM 7-15, 31 August 2003, is changed as follows:

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NOTE: Change 2 to FM 7-15 does not reflect the replacement of the BOS with the warfighting functions made in FMI 5-0.1. The next revision of FM 7-15 will list ARTs by warfighting function. Per FMI 5-0.1, commanders will visualize, describe, and direct operations in terms of the warfighting functions. Where appropriate and feasible, trainers will organize training in terms of the warfighting functions rather than the BOS.

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ART 1.0: The Intelligence Battlefield Operating System

- ART 3.3.2, Conduct Nonlethal Fire Support/Offensive Information Operations, addresses the conduct of offensive information operations.
- ART 5.3.7, Conduct Defensive Information Operations, addresses the conduct of defensive information operations.
- ART 5.3.8, Conduct Tactical Counterintelligence, addresses the conduct of that particular task which also relates to art 5.3.7, Conduct Defensive Information Operations.
- ART 6.1.4, Conduct Civil-Military Operations in an AO, is one activity related to information operations.
- ART 7.10, Conduct Public Affairs Operations, is the other activity related to information operations.

No.	Scale	Measure
01	Yes/No	Intelligence support required for IO identified through IPB and support to targeting.
02	Yes/No	Intelligence support linked to specific offensive and defensive IO.
03	Yes/No	Intelligence support identified for each element of IO involved in the operation and integrated into the ISR plan.
04	Yes/No	BDA performed on IO targets and target systems.
05	Time	To determine support required for IO.
06	Time	To determine specific intelligence requirements for IO.
07	Percent	Of IO requirements answered.

ART 1.4.2.1 PROVIDE INTELLIGENCE SUPPORT TO OFFENSIVE IO

1-38. The intelligence BOS supports offensive IO by providing information to identify critical enemy C2 nodes. Intelligence also helps identify enemy systems and procedures that may be vulnerable to offensive IO. Additionally, intelligence plays a key role in evaluating and assessing the effectiveness of offensive information operations. (FM 2-0) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	Identify enemy C2 nodes.
02	Yes/No	Identify enemy communications systems.
03	Yes/No	Identify enemy computer systems.
04	Percent	Of enemy C2 nodes vulnerable to electronic attack.
05	Percent	Of enemy C2 nodes vulnerable to electronic exploitation.
06	Percent	Of enemy computer systems vulnerable to computer network attack.
07	Percent	Of enemy C2 nodes disrupted/degraded.
08	Percent	Of enemy computer systems compromised.

ART 1.4.2.1.1 Coordinate Intelligence Support to PSYOP

1-39. PSYOP requires specific information and intelligence products to support analysis of foreign target audiences (TAs), including their cultural, social, economic, and political conditions, and their information and infrastructure environment. During the execution of an operation, PSYOP require extensive intelligence support to evaluate ongoing operations. Information and intelligence products are centered on target audience trends, the analysis of collected impact indicators, and the TA's reaction to friendly, hostile, and neutral force actions. (JP 3-53; FM 3-05.30) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Respond to PSYOP specific Information Requirements (IR).

ART 1.4.2.1.2 Provide Intelligence Support to Military Deception

1-40. This task identifies the capabilities and limitations of the adversary's intelligence gathering systems and identifies adversary biases and perceptions. (FM 34-1) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	Identify the profiles of key adversary leaders.
02	Yes/No	Outline the adversary decision-making processes, patterns and biases.
03	Yes/No	Identify the adversary perceptions of the military situation in the AO.
04	Yes/No	Identify the capabilities and limitations of adversary CI and security services.

ART 1.4.2.1.3 Provide Intelligence Support to Electronic Attack

1-41. This task supports electronic attack employing jamming, electromagnetic energy, or directed energy against personnel, facilities, or equipment. It identifies critical adversary information systems and command and control nodes. (FM 2-0) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	Provide intelligence support to identify targets for electronic attack.
02	Yes/No	Provide intelligence support to determine if desired effects were achieved.
03	Yes/No	Provide intelligence information regarding target capabilities and vulnerabilities.
04	Yes/No	Provide intelligence information regarding available systems to conduct electronic attack.

ART 1.4.2.2 PROVIDE INTELLIGENCE SUPPORT TO DEFENSIVE INFORMATION OPERATIONS

1-42. The intelligence BOS supports defensive IO by providing information to identify threat IO capabilities and tactics. Intelligence provides information relating to computer network defense, physical security, operations security, counter-deception, and counterpropaganda. (FM 34-1) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	Identify enemy offensive information capabilities.
02	Yes/No	Identify friendly emitters that could be exploited by an enemy.

No.	Scale	Measure
01	Yes/No	Unit crosses and clears SP and RP at designated times.
02	Yes/No	Unit follows the prescribed route without deviation unless required otherwise by enemy action or on orders from higher headquarters.
03	Yes/No	Enemy does not surprise the unit main body through a failure to conduct appropriate security operations.
04	Yes/No	Unit employs appropriate tactical march technique (open column, close column, or infiltration).
05	Yes/No	Unit task organizes properly for tactical road march.
06	Time	To initiate movement.
07	Time	To complete movement.
08	Percent	Of force completing the movement.
09	Percent	Of unit casualties.

ART 2.3.3.1 CONDUCT TACTICAL CONVOY

2-38. Conduct tactical convoys by employing one or a combination of column formations: closed, open, and infiltration. Tactical convoys are combat operations in which forces and material are moved overland from one location on the battlefield to another while maintaining the ability to aggressively respond to enemy attempts to impede, disrupt, or destroy elements of the convoy. (FM 55-30) (CASCOM)

No.	Scale	Measure
01	Time	To designate and position security teams throughout the convoy.
02	Time	To designate quick reaction force, special teams for aid and litter, combat lifesaver, recovery, and landing zone.
03	Time	Unit conducts rehearsals for special teams, actions on enemy contact and IEDs to include MEDEVAC and vehicle recovery.
04	Yes/No	Unit conducts pre-combat checks and inspections to include unit test fire of all weapons.
05	Yes/No	Unit is equipped with primary and alternate communications.
06	Yes/No	Unit has frequencies for CAS, Fire support, and MEDEVAC/Duress frequencies.
07	Yes/No	Unit crosses SP at designated time in operation order.
08	Yes/No	Unit reports crossing SP to higher headquarters.
09	Yes/No	Unit has constant and uninterrupted internal and external communications throughout the convoy.
10	Yes/No	Unit maintains 360-degrees security and situational awareness during the convoy.
11	Yes/No	Unit conducts rehearsals to react to enemy attack IAW operational order, battle drill, and SOP.
12	Yes/No	Unit rehearsed actions to deal with non-combatants, who attempt to pilfer for personal reasons, and were able to passively respond to these disruptions.
13	Yes/No	Unit identified checkpoints along the route and reported crossing checkpoints.
14	Yes/No	Unit maintains visual contact and proper interval between vehicles.
15	Yes/No	Forward security element provides the convoy with sufficient reaction time and maneuver space to avoid or react to enemy contact.
16	Number	Types of enemy forces active within area of influence (convoy route).
17	Number	Enemy action within the last 30 days (or other specified time period).
18	Time	To provide situational reports to higher headquarters.
19	Yes/No	Unit crosses the RP at designated time in operation order.
20	Yes/No	Unit reports arrival at RP to higher headquarters.

ART 2.3.4 CONDUCT AN APPROACH MARCH

2-39. Conduct an advance of a combat unit when direct contact with the enemy is intended. An approach march emphasizes speed over tactical deployment. It is used when the enemy's approximate location is known and allows the attacking force to move with greater speed and less physical security or dispersion. An approach march ends in an attack position, assembly area, or assault position; or it transitions to an attack. (FM 3-90) (USACAC)

No.	Scale	Measure
01	Yes/No	Using the approach march allows the force to move quickly to the area where it expects to make contact with the enemy and transition to an appropriate combat formation.
02	Yes/No	Unit task organizes properly for approach march.
03	Yes/No	Unit uses established control measures and control graphics.
04	Time	To initiate the approach march.
05	Time	To complete the approach march.
06	Time	Between planned and actual unit arrival at checkpoints.
07	Kph	Rate of movement.
07	Percent	Of force completing the approach march.
08	Percent	Of force maintaining correct interval between units.
09	Percent	Of force using correct movement techniques (traveling, traveling overwatch, bounding overwatch).

No.	Scale	Measure
12	Percent	Of airborne unit personnel and cargo drops landing within the limits of the drop zone.
13	Number	Of personnel landing within the limits of the drop zone.
14	Number	Of tons and types of cargo landing within the limits of the drop zone or that can be recovered by the airborne unit.
15	Number	Of casualties from accidents caused by conditions on the drop zone, such as wind speed, obstacles, and surface conditions.

ART 2.5.5 CONDUCT LANDING ZONE OPERATIONS

2-47. Art 2.5.5 begins when soldiers and equipment exit the helicopters. It does not include air traffic control or efforts to improve the landing zone. ART 2.5.5 ends when all elements of the relevant air assault echelon arrive in the objective area. (FM 90-4) (USAIS)

No.	Scale	Measure
01	Yes/No	Unit assembles according to its landing plan (on the objective, on the landing zone, or in an assembly area adjacent to the landing zone) and begins to execute the ground tactical plan not later than the time the operation order specifies.
02	Yes/No	Security positions around landing zone occupied until completion of the vertical envelopment process.
03	Yes/No	Landing zone cleared of equipment and debris for use by follow-on forces or future air-land operations.
04	Time	To conduct map or physical reconnaissance of site to ensure that landing zone supports operational requirements, such as degree of slope and surface conditions, appropriate size to accommodate the helicopters delivering the force, and free of obstacles.
05	Time	To clear or mark obstacles, such as stumps and fences located on the landing zone.
06	Time	To ensure landing zone approach and exit paths are free of obstructions.
07	Time	To mark the landing zone.
08	Percent	Of air assault unit personnel and cargo landing within the limits of the landing zone.
09	Number	Of personnel landing on the landing zone.
10	Number	Of tons and types of cargo landing on the landing zone.
11	Number	Of casualties from accidents caused by landing zone conditions, such as foreign object damage (FOD) and hidden obstacles.

SECTION VI – ART 2.6: CONDUCT PERSONNEL RECOVERY (PR) OPERATIONS

2-48. Conduct PR operations to recover and return own personnel, whether soldier, DOD civilian or selected DOD contractor personnel, or other personnel as determined by the Secretary of Defense, who are isolated, missing, detained, or captured (IMDC) in an operational environment. IMDC Personnel are US military, DOD civilians, or DOD contractor personnel who deploy with the force (CDF), or other personnel as designated by the President or the Secretary of Defense who are beyond the positive or procedural control of their unit, in an operational environment requiring them to survive, evade, resist, or escape (SERE). It is every unit's task to have procedures in place to be ready to recover personnel, whether soldier, civilian or contractor. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	The commander, staff, units and individuals reviewed and developed PR guidance.
02	Yes/No	The commander, staff, and units acquired PR equipment.
03	Yes/No	The commander, staff, units and individuals conducted PR-focused education and training.
04	Yes/No	Subordinate commands and units integrated PR into internal SOPs consistent with guidance from higher headquarters.

ART 2.6.1 ENSURE PERSONNEL RECOVERY (PR) READINESS DURING PRE-MOBILIZATION

2-49. Ensure PR readiness during pre-mobilization by including PR in all efforts during peacetime to organize, train, and equip to accomplish missions. Pre-mobilization preparation actions are necessary for commanders and their staffs, units, and individuals and consist of reviewing and developing PR guidance, acquiring PR equipment, ensuring PR administrative requirements are met, and conducting PR focused education and training. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	The commander, staff, units and individuals reviewed and developed PR guidance.
02	Yes/No	The commander, staff, and units acquired PR equipment.
03	Yes/No	The commander, staff, units, and individuals conducted PR-focused education and training.
04	Yes/No	Subordinate commands and units integrated PR into internal SOPs that consistent with guidance from higher headquarters.

ART 2.6.1.1 COORDINATE CODE OF CONDUCT, SERE (SURVIVAL, EVASION, RESISTANCE, AND ESCAPE), AND COUNTRY-RELATED (THEATER) PR EDUCATION AND TRAINING

2-50. Ensure all required PR individual education and training requirements are conducted IAW established policies and directives. DOD, HQDA, and combatant commanders establish education and training requirements. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Policy, doctrine, regulations and OPLANs were reviewed to develop guidance and intent for training.
02	Yes/No	Individual PR education and training requirements are included in individual training plans.
03	Yes/No	Units establish training management systems to ensure all required training is accomplished.
04	Yes/No	Processes and procedures developed to ensure all incoming soldiers, civilians, and contractors receive required PR training.
05	Yes/No	All leaders and soldiers received required PR training.
06	Yes/No	All DOD civilians and contractors receive required training.

ART 2.6.1.2 PLAN THE PERSONNEL RECOVERY COORDINATION CELL/PERSONNEL RECOVERY OFFICERS (PRCC/PRO) CAPABILITY

2-51. While the staff members collect PR-related information in their specialty areas, a central point for gathering the information from all the staff members is required to establish a usable operational picture. The Personnel Recovery Coordination Cells (PRCC) at the Army component level and the Army Division are the fusion points for the staff's collaborative efforts to gather PR related information. Personnel Recovery Officers at Brigade and below are the fusion points for their respective units. PRCC/PRO personnel coordinate with the individual staff members to collect, process, store, display, and disseminate this information. PRCCs, and PROs are collectively referred to as PR cells. (FM 3-50.1) (USACAC)

No.	Scale	Measure
The Personnel Recovery Coordination Cell (PRCC):		
01	Yes/No	Ensured reliable communications with subordinate unit PROs, other PRCCs and JPRC.
02	Yes/No	Coordinated deliberate recoveries for the component.
03	Yes/No	Reviewed accountability and movement reporting procedures of subordinate units.
04	Yes/No	Assisted in immediate recoveries when requested by subordinate units.
05	Yes/No	Coordinated for component fire support to the operation.
06	Yes/No	Ensured subordinate units have access to SOPs developed by JPRC.
07	Yes/No	Ensured subordinate units have sufficient evasion aids.
08	Yes/No	Coordinate for air and ground transportation, and medical support.
Personnel Recovery Officers (PRO):		
09	Yes/No	Ensured reliable communications with subordinate units.
10	Yes/No	Coordinated immediate recoveries for their units.
11	Yes/No	Gathered PR-specific information developed by JPRC/PRCCs and disseminate to subordinate units.
12	Yes/No	Coordinated for unit fire support coordinating measures (FSCMs) and control measures.
13	Yes/No	Ensured subordinate units have access to SOPs developed by the JPRC/PRCC.
14	Yes/No	Identified subordinate unit PR equipment shortfalls to the PRCC.
15	Yes/No	Ensured sufficient evasion aids are available within subordinate units.

ART 2.6.2 PERFORM PERSONNEL RECOVERY (PR) RELATED FORCE PROJECTION TASKS

2-52. Perform PR related tasks in planning and preparing for deployment. Unit Personnel Recovery personnel update and obtain equipment and material necessary to perform assigned mission. Commanders and staffs ensure adequate PR capability is programmed into personnel and equipment flow to assure ability to support the force. PR personnel must be included in the Timed Phased Force Deployment List (TPFDL) and equipment included in the updated deployment equipment list. PR organizations should ensure that all unit personnel complete all necessary PR deployment requirements. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Guidance and intent synchronized with the theater plan.
02	Yes/No	Processes, plans and procedures integrated into the theater plan.
03	Yes/No	Maps and charts standardized.
04	Yes/No	Special/personal staff integrated into Family Support Plan.
05	Yes/No	Interoperability of location methods ensured.
06	Yes/No	Personnel and equipment are programmed into deployment plans IAW commanders intent.
07	Yes/No	Location techniques/system synchronized.
08	Yes/No	All unit personnel have completed PR-related training before deployment.
09	Yes/No	Personnel Recovery Coordination Cells and Personnel Recovery Officers have received all necessary training.

ART 2.6.2.1 CONDUCT PERSONNEL RECOVERY (PR) RELATED MOBILIZATION ACTIVITIES

2-53. Conduct PR related mobilization activities by obtaining specific PR guidance from the supported combatant commander. Focus previous training and tailor existing guidance to the specific requirements of the supported combatant command. Examples of combatant command guidance include theater PR regulations, Appendix 5 to Annex C of Joint OPLANS and OPORDS, Theater PR SOPs, PR Special Instructions, and Isolated Personnel Guidance (IPG). (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	PRCC/PRO reviewed operation-specific C2 procedures provided by theater specific guidance.
02	Yes/No	Training and rehearsals scheduled against identified shortfalls in organization, equipment and procedures.
03	Yes/No	Unit conducted integrated rehearsals for PR operations. (Joint, combined arms, BOS, etc.)
04	Yes/No	Unit OPLAN/OPORD included PR guidance as Personnel Recovery Appendix to Annex C, Operations Overlay as required.
05	Yes/No	Unit updated all PR SOPs and other guidance to synchronize with theater PR guidance as necessary.

ART 2.6.2.2 DEPLOY THE PERSONNEL RECOVERY (PR) CAPABILITY AND BUILD COMBAT POWER THROUGH RECEPTION, STAGING, ONWARD MOVEMENT AND INTEGRATION

2-54. During deployment, commanders must determine who will be providing PR coverage for their arriving forces. Until commanders can build sufficient combat power to provide PR for their forces, other forces in theater must provide PR support. Early and continuous connectivity with the theater PR architecture enables commanders to report isolated, missing, detained, or captured (IMDC) incidents during deployment. This also allows commanders to report unit status when ready to assume responsibility for assigned PR missions. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	PR capability transitioned through the RSOI process.
02	Yes/No	Early deployment of PR capability planned for in the time-phased force and deployment data (TPFDD).
03	Yes/No	Procedures for relief in place of the PR capability developed.
04	Yes/No	PR capabilities available until all forces, including contractors who deploy with the force (CDF) and DAC, redeployed.
05	Yes/No	Integrated rehearsals planned and conducted.
06	Yes/No	PR cells capabilities to monitor PR asset status established and maintained.
07	Yes/No	Unit implemented accountability procedures to identify actual IMDC events and preclude false reports.
08	Yes/No	Unit developed plans to identify personnel and equipment to maintain accountability and communications with movement serials.
09	Yes/No	Requirements to support command implemented as required.
10	Yes/No	Unit built combat power/PR capability as planned.
11	Yes/No	Unit established training/rehearsal areas and ranges as planned.
12	Yes/No	Capabilities and shortfalls to provide recovery enroute and during RSOI to the supported command identified.

ART 2.6.2.3 SUSTAIN PERSONNEL RECOVERY (PR) CAPABILITIES

2-55. Sustain PR capabilities during the conduct of operations by having commander, staffs, units, and individuals refine their skills. Conduct rehearsals to exercise battle drills to ensure proficiency. Procedures are refined as assessments of PR operations identify changes necessary in task organization, command relationships, and recovery TTPs. New and replacement personnel will require training and equipment. Personnel Recovery Coordinating Messages are prepared and disseminated IAW unit SOPs. Commanders must establish and maintain personnel accountability procedures. Communications architectures must be established and maintained to ensure operational capabilities. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Units conduct rehearsals to exercise battle drills.
02	Yes/No	Battle drills are refined as changing battlefield conditions change.
03	Yes/No	PR cell capability to monitor PR asset status established and maintained.
04	Yes/No	Enforced accountability procedures enforced.
05	Yes/No	Reporting procedures exercised within theater communications architecture.
06	Yes/No	Unit PR cells prepare and disseminate PR coordinating messages.
07	Yes/No	New personnel are trained in the PR procedures and provided equipment as necessary.

ART 2.6.2.4 REDEPLOY PERSONNEL RECOVERY (PR) CAPABILITIES

2-56. As units redeploy, either back to CONUS or to another AO, actions accomplished for PR are similar to those undertaken during deployment. An important task is the transfer of PR responsibility, including the key task of transferring lessons learned gathered during AARs. If units are redeploying to CONUS, PR responsibility for the AO is transferred to incoming forces. If redeploying to another AO, units must integrate into that AO's established PR architecture or build one if it does not exist. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Ensure PR capabilities are available until all forces, including contractors who deploy with the force (CDF) and DAC, have redeployed.
02	Yes/No	Ensure counterintelligence debriefing of recovered personnel.

ART 2.6.3 PLAN PERSONNEL RECOVERY (PR) OPERATIONS

2-57. Preparation does not stop when employment begins. Rehearsals and battle drills continue and should become more demanding as skills increase. Procedures are refined as after action reviews from PR operations identify changes required in task organization, command relationships, and recovery TTP. New and replacement personnel will require training and equipment. Commanders and staffs, units, and individuals continue to refine their skills throughout the employment phase of operations. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Planning system enforced to provide timely reporting; accurate report validation and location determination; and rapid dissemination of the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.
04	Yes/No	The goal was recovery of the IMDC person.
05	Yes/No	Plan Counterintelligence support to identify Intelligence and Security threats to PR in AO.

ART 2.6.3.1 CONDUCT UNASSISTED PERSONNEL RECOVERY (PR)

2-58. Conduct unassisted PR to achieve recovery without outside assistance. An unassisted recovery typically involves an evasion effort by isolated, missing, detained, or captured (IMDC) personnel in order to get back to friendly forces, or to a point where they can be recovered via another method. While the Code of Conduct requires IMDC personnel to make every effort to evade or escape, commanders must strive to recover these personnel via one or a combination of the other methods. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Planning system enforced to provide timely reporting; accurate report validation and location determination; and rapid dissemination of the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.

ART 2.6.3.2 CONDUCT IMMEDIATE PERSONNEL RECOVERY (PR)

2-59. Conduct Immediate PR Operations to locate and recover isolated, missing, detained, or captured (IMDC) personnel by forces directly observing the isolating event or through the reporting process it is determined that IMDC personnel are close enough for them to conduct a rapid recovery.. Immediate recovery assumes that the tactical situation permits a recovery with the forces at hand without detailed planning or coordination. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Planning system enforced to provide timely reporting; accurate report validation and location determination; and rapid dissemination of the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.

ART 2.6.3.3 CONDUCT DELIBERATE PERSONNEL RECOVERY (PR)

2-60. Conduct deliberate PR when an incident is reported and an immediate recovery is not feasible or was not successful. Weather, enemy actions, isolated, missing, detained, or captured (IMDC) personnel location, and recovery force capabilities are examples of factors that may require the detailed planning and coordination of a deliberate recovery. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Planning system enforced to provide timely reporting; accurate report validation and location determination; and rapid dissemination of the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the PR effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.

ART 2.6.3.4 CONDUCT EXTERNAL SUPPORTED RECOVERY (ESR)

2-61. Conduct External Supported Recovery (ESR) when immediate or deliberate recovery is not feasible or was not successful.. ESR is either the support provided by the Army to other Joint Task Force (JTF) components, interagency organizations, or multinational forces or the support provided by these entities to the Army. Close Air Support (CAS), Intelligence, Surveillance, and Reconnaissance (ISR), and airborne command and control are examples of capabilities that may be required from different components to execute an ESR. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Planning system enforced to provide timely reporting; accurate report validation and location determination; and rapid dissemination of the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the PR effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.
04	Yes/No	The unit was able to provide the support that was required to support an external support requirement.
05	Yes/No	The unit was able to transmit a request for external support as necessary.

ART 2.6.3.5 CONDUCT ARSOF PR MISSIONS TO ACHIEVE SPECIFIC, WELL-DEFINED, AND OFTEN SENSITIVE RESULTS OF STRATEGIC OR OPERATIONAL SIGNIFICANCE. ARSOF PR MISSIONS ARE CONDUCTED IN SUPPORT OF THEIR OWN OPERATIONS, WHEN DIRECTED BY THE JOINT TASK FORCE COMMANDER TO SUPPORT A PR OPERATION, WHEN THE THREAT TO THE RECOVERY FORCE IS HIGH ENOUGH TO WARRANT THE CONDUCT OF A SPECIAL OPERATION, AND WHEN ARSOF IS THE ONLY FORCE AVAILABLE. DETAILED PLANNING, REHEARSALS, AND IN-DEPTH INTELLIGENCE ANALYSIS CHARACTERIZE ARSOF PR MISSIONS. THIS ART INCLUDES UNASSISTED EVASION, NONCONVENTIONAL ASSISTED RECOVERY (NAR) AND UNCONVENTIONAL ASSISTED RECOVERY (UAR). (FM 3-05.231) (USAJFKSWCS)

2-62. Conduct ARSOF PR missions to achieve specific, well-defined, and often sensitive results of strategic or operational significance. ARSOF PR missions are conducted in support of their own operations, when directed by the joint task force commander to support a PR operation, when the threat to the recovery force is high enough to warrant the conduct of a special operation, and when ARSOF is the only force available. Detailed planning, rehearsals, and in-depth intelligence analysis characterize ARSOF PR missions. This ART includes unassisted evasion, nonconventional assisted recovery (NAR) and unconventional assisted recovery (UAR). (FM 3-05.231) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Planning system enforced to provide timely reporting; accurate report validation and location determination; and rapid dissemination of the information to the entire PR architecture for coordinated response.
02	Yes/No	The system provided for accurate record keeping without degrading the effort.
03	Yes/No	The primary mission continued parallel to the recovery effort.
04	Yes/No	IMDC person(s) recovered.

ART 2.6.4 PROVIDE PERSONNEL RECOVERY (PR) SUPPORT ON A NON-INTERFERENCE BASIS TO HOMELAND SECURITY AND CIVIL SEARCH AND RESCUE (SAR) AS REQUESTED

2-63. As a participant in the National SAR plan, the Secretary of the Army is directed to provide Department of the Army support to Civil SAR, CONUS, and OCONUS. DA provides this support only when it does not interfere with ongoing military operations. The National SAR plan, International Aeronautical and Maritime Search and Rescue Manual, various international agreements, DOD and DA policy all provide the authoritative basis for military participation in civil SAR efforts. Military commanders, regardless of service, may be requested to support civil SAR operations when they have the capability to do so.(FM 3-50.1) (USACAC)

ART 2.6.4.1 SUPPORT HOMELAND SECURITY PERSONNEL RECOVERY (PR) OPERATIONS

2-64. In cases where the President declares a “major disaster,” a number of possible mechanisms are activated to assist state and local governments in the alleviation of the suffering and damage resulting from a major disaster or emergency. The Federal Emergency Management Agency (FEMA), of the Department of Homeland Security, becomes the lead response agency in such cases as provided in the National Response Plan (NRP). The Department of Defense is signatory to the NRP. The circumstances that exist before and after a disaster declaration may involve civil SAR operations carried out under the National Search and Rescue Plan (NSP), and may even involve mass rescue operations as discussed below. In cases where the President declares a “major disaster or emergency,” a number of possible mechanisms are activated to support homeland security PR operations by assisting state and local governments in the alleviation of the suffering and damage resulting from a major disaster or emergency. (JP 3.50) (CJCS)

No.	Scale	Measure
01	Yes/No	Identified critical C3 support requirements with appropriate civil authorities/agencies.
02	Yes/No	Coordinated report, locate, support, recover procedures with appropriate civil authorities/agencies.
03	Yes/No	Coordinated equipment requirements with appropriate civil authorities/agencies.

ART 2.6.4.2 PROVIDE SUPPORT TO CIVIL SEARCH AND RESCUE (SAR) AUTHORITIES

2-65. As a participant in the National SAR Plan, DOD agrees to provide military support to Civil SAR, CONUS, and OCONUS. DOD provides this support only when it does not interfere with ongoing military operations. The National SAR plan, International Aeronautical and Maritime Search and Rescue Manual, various international agreements, and DOD policy all provide the authoritative basis for military participation in Civil SAR efforts. Military commanders, regardless of service, may be requested to support Civil SAR operations when they have the capability to do so. (FM 3-50.1) (USACAC)

No.	Scale	Measure
01	Yes/No	Identified critical C3 requirements with appropriate civil authorities/agencies.
02	Yes/No	Coordinated report, locate, support, recover procedures with appropriate civil authorities/agencies.
03	Yes/No	Coordinated equipment requirements with appropriate civil authorities/agencies.

No.	Scale	Measure
08	Percent	Of electronic attacks that achieve desired results on enemy.
09	Percent	Of tasked electronic attack conducted.
10	Percent	Of reduction in enemy communications emissions after electronic attack.
11	Percent	Of enemy force degradation due to electronic attack.
12	Percent	Of available electronic attack systems that are mission capable.
13	Number	Of available electronic attack systems.

ART 3.3.2.3 NOMINATE COMPUTER NETWORK ATTACK TARGETS

3-14. Nominate targets to disrupt, deny, degrade, or destroy information in computers and computer networks, or the computers and networks themselves. This is a corps-level task. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Identify computer network attack targets.
02	Yes/No	CNA targets nominated according to the rules of engagement.
03	Time	To submit computer network attack targets to operational echelons.
04	Time	To receive results of computer network attack.
05	Percent	Of enemy information system not engaged by computer network attack that is targeted for attack by lethal systems.

ART 3.3.2.4 CONDUCT PSYCHOLOGICAL OPERATIONS (PSYOP)

3-15. Integrate psychological operations into the ground tactical commander's plan to influence the behavior of the foreign-target audience by providing selected information through products and actions. The mission of PSYOP is to influence the behavior of foreign-target audiences to support US national objectives. (FM 3-05.30, FM 3-05.301, FM 3-05.302) (USAJFKSWCS)

No.	Scale	Measure
01	Yes/No	Unit develops PSYOPS plan.
02	Yes/No	Unit analyzes potential target audience.
03	Time	For development of PSYOP Series.
04	Yes/No	Series approved by authorized approval authority.
05	Time	To produce PSYOP products.
06	Yes/No	PSYOP products are disseminated.
07	Yes/No	Unit evaluates PSYOP plan during execution.

ART 3.3.2.5 PROVIDE ILLUMINATION

3-16. Provide lighting to friendly forces that are scheduled or on-call, which either supports night operations or harasses the enemy. (FM 6-20) (USAFAS)

No.	Scale	Measure
01	Yes/No	Illumination support achieves desired result.
02	Yes/No	Weather allows the illumination mission.
03	Time	To get illumination rounds on target after initiating task.
04	Time	To provide adjustment data after observing first rounds.
05	Time	To plan and coordinate for illumination.
06	Time	To prepare for firing unit to support illumination mission.
07	Percent	Of total illumination missions requested by units executed.
08	Percent	Of friendly fire support systems available to deliver illumination.
09	Percent	Of unplanned illumination missions performed.
10	Percent	Of unit basic load of illumination rounds available.

ART 3.3.2.6 NOMINATE COMPUTER NETWORKS FOR EXPLOITATION

3-17. Nominate targets to disrupt, deny, degrade, or destroy information in computers and computer networks, or the computers and networks themselves. This is a corps-level task. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Identified computer network targets for exploitation?
02	Yes/No	Were computer network exploitation targets nominated IAW established ROE?
03	Time	To submit computer network exploitation targets to operational echelons.
04	Time	To receive results of computer network exploitation from operational echelons.
05	Percent	Of enemy information systems not exploited that is targeted for attack by lethal systems.

ART 3.3.3 CONDUCT SURVEY OPERATIONS IN SUPPORT OF FIRE SUPPORT SYSTEMS

3-18. Use mechanical or electronic systems to determine dimensional relationships—such as location, horizontal distances, elevations, directions, and angles—on the earth's surface. (FM 6-2) (USAFAS)

No.	Scale	Measure
01	Yes/No	Completed survey within the time allocated in the OPORD?
02	Yes/No	Survey order details priorities and accuracies for primary, alternate, and supplementary positions for firing units and target-locating element?
03	Time	To plan survey operation to include traverse, triangulation, and three-point resection.
04	Time	To prepare for survey operation.
05	Time	To execute survey operation.
06	Time	To enter a new survey control point into the database.
07	Time	To update survey control point in the database.
08	Time	From requesting information to providing desired survey information to firing units.
09	Percent	Of accuracy of survey operation.
10	Percent	Of accuracy of survey control available.
11	Percent	Of positioning and azimuth that determines systems are operational.

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ART 5.1.1.1 CONDUCT BREACHING OPERATIONS

5-3. Conduct a combined arms operation to project combat power to the far side of an obstacle. Breaching tenets include intelligence, synchronization, mass, breach fundamentals (suppress, obscure, reduce, and assault), and breach organization (support, assault, and breach forces). ART 5.1.1.1 includes the reduction of minefields and other obstacles. Reduction is the creation of lanes through or over an obstacle to allow an attacking force to pass. The number and width of lanes created varies with the enemy situation, the assault force's size and composition, and the scheme of maneuver. The lanes must allow the assault force to rapidly pass through the obstacle. The breach force reduces, proofs (if required), marks, and reports lane locations and the land-marking method to higher headquarters. Follow-on units will further reduce or clear the obstacle when required. (FM 3-34.2) (USAES)

No.	Scale	Measure
01	Yes/No	Complete breaching operation within the period the order specifies.
02	Time	For staff to disseminate barrier, obstacle, and mine data to subordinate units, higher headquarters, and laterally after discovery.
03	Time	That enemy-emplaced obstacles delay friendly force movement.
04	Time	To conduct reconnaissance of barrier/obstacle/minefield.
05	Time	To conduct successful execution of breach fundamentals—suppress, obscure, secure, reduce, and assault—at the obstacle.
06	Time	To reduce lane through obstacles (one lane per assault company, two lanes per task force).
07	Time	To move breaching equipment to breach site.
08	Percent	Of obstacles in the AO that have been breached.
09	Percent	Of breaching systems that are mission capable.
10	Number	Of lanes opened by the breaching operation.
11	Number	Of breaching systems that are mission capable.
12	Number	Of friendly/neutral casualties caused by detonation of mines/explosives.

ART 5.1.1.2 CONDUCT CLEARING OPERATIONS

5-4. Clearing operations (area or route clearance) are conducted to enable the use of a designated area or route. Clearing is the total elimination or neutralization of an obstacle (to include explosives hazard) or portions of an obstacle. Clearing operations are typically not conducted under fire and may be performed after a breaching operation where an obstacle is a hazard or hinders friendly movement or occupation of a location. ART 5.1.1.2.1 is focused on obstacle clearance of a designated area and is typically not a combined arms operation. ART 5.1.1.2.2 is focused on obstacle clearance along a specific route, typically conducted as a combined arms operation, and may be performed in situations where enemy contact is likely. (FM 3-90.11) (USAES)

ART 5.1.1.3 CONDUCT GAP CROSSING OPERATIONS

5-5. A gap crossing operation is a combined arms operation to project combat power across a linear obstacle. The obstacle is linear in that it creates a line crossing all or a significant portion of the AO. The obstacle can be wet gap (water obstacle) or dry gap that is too wide to overcome by self-bridging. The nature of the obstacle differentiates a gap crossing from a breaching operation. A wet gap crossing (river crossing) is also unique because the water obstacle is significantly large enough to prevent normal ground maneuver. A gap crossing generally requires special planning

and support. METT-TC factors dictate the type of crossing (hasty, deliberate, or retrograde). Gap crossing generally includes preparing access and egress routes, employing crossing means (bridging and rafts), and operating an engineer regulating point if one is required. This task is measured against a river crossing, the most difficult standard of gap crossing operation. Crossing fundamentals include surprise, extensive preparation, flexible plan, traffic control, organization, and speed. Gap crossings may be conducted in support of combat maneuver or in support of lines of communication. (FM 3-90.11) (USAES)

NOTE: The engineer bridge/raft/assault boat systems percentages in this task apply only to the individual ribbon-bridge bays and rafts and individual assault boats, not to ribbon or assault bridge sets, as a whole.

ART 5.1.1.3.1 Conduct Gap Crossing in Support of Combat Maneuver

5-6. Conduct gap crossing in support of combat maneuver includes both hasty and deliberate gap crossings and the majority of river crossing operations. It includes both those operations conducted primarily at the BCT level and those conducted by the division or corps level organization. Those gap crossing conducted as a reduction method within a combined arms breaching operation are also included in this art, but since the primary focus of planning and preparation is on the breaching operation they are typically discussed as a part of the breaching operation rather than as a separate gap crossing operation in that context. (FM3-90.11) (USAES)

No.	Scale	Measure
01	Yes/No	Accomplish gap crossing within the period the order specifies.
02	Time	That the gap/obstacle delays friendly force movement.
03	Time	To conduct area reconnaissance of the terrain surrounding the gap.
04	Time	To plan the gap crossing.
05	Time	For staff to disseminate data concerning the gap to subordinate units, higher headquarters, and laterally after determination.
06	Time	To move engineer bridging equipment to the crossing site.
07	Time	To establish conditions necessary for success, such as suppressing enemy systems overwatching the river, breaching minefields and other obstacles barring access to the river banks, and preparing access and egress routes.
08	Time	To emplace/construct crossing assets.
09	Time	To complete gap crossing.
10	Percent	Of crossing unit that has moved to the far shore of the gap.
11	Percent	Of engineer bridge/raft/assault boat systems that are mission capable.
12	Percent	Of crossing area seeded with obstacles, if conducting a retrograde crossing.
13	Number	Of bridges/crossing sites established.
14	Number	Of engineer bridge/raft/assault boat systems that are mission capable.
15	Number	Of friendly casualties due to accidents/enemy action during river crossing.

ART 5.1.1.3.2 Conduct Line of Communication Gap Crossing Support

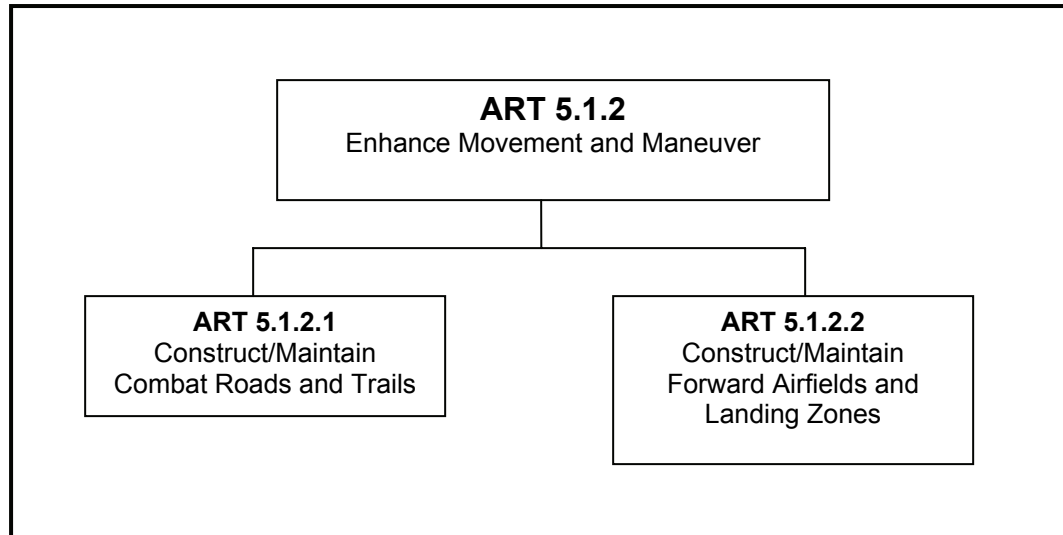
5-7. Conducting line of communication (LOC) gap crossing support is not tactically focused, although it may clearly have an effect on tactical operations. This support may provide the means for combat maneuver forces to move, but it is not directly in support of combat maneuver. As the title implies this is focused on ultimately using non-standard bridging. Both assault and tactical bridging is designed to support the flow of traffic requirements (number of passes) of LOCs. (FM 3-90.11) (USAES)

NOTE: For construction and maintenance of roads and highways, see ART 6.10.2.1.

No.	Scale	Measure
01	Yes/No	Ability to construct or maintain adequate bridging for LOC roads within the time frame of the construction directive that did not degrade or delay movement along the LOC.
02	Yes/No	Unit develops detailed plans for all necessary gap crossings.
03	Yes/No	Unit inspects project for quality control and ensures that the gap crossings are completed on time and to appropriate standards.
04	Time	To conduct reconnaissance to determine how the local environment will affect the bridging.
05	Time	To review available information in construction directive, intelligence reports, and site investigation to develop an operations plan/order.
06	Time	To plan the bridging requirements. This includes construction estimate, construction directive, and quality control.
07	Time	To prepare a bridging estimate.
08	Time	To prepare a bridging construction directive and issue it to the construction unit(s).
09	Time	To coordinate additional personnel, equipment, and critical items.
10	Time	To monitor construction and conduct quality assurance inspections.
11	Time	To perform final inspection of finished bridging and turn it over to the user.
12	Time	To conduct construction/maintenance of bridging.
13	Time	That scheduled arrivals in AO are delayed on the average due to interruptions in roads and highways by combat actions or natural disasters.
14	Percent	Difference between planned and actual requirements for bridging construction and maintenance requirements.
15	Percent	Of force becoming casualties due to enemy action or accidents during bridging construction/repair.
16	Percent	Increase in the carrying capability of a road or highway due to construction/maintenance of bridging.
17	Percent	Of planned bridging construction/maintenance capability achieved in AO.
18	Percent	Of personnel in AO who construct and maintain bridging.
19	Percent	Of bridging construction/repair capability provided by host nation.
20	Percent	Of existing bridging in AO improved.
21	Percent	Of bridging in AO that can be used in their current condition by MLC.
22	Percent	Of unit operations degraded, delayed, or modified in AO due to bridge/gap impassability.
23	Number	Of bridges within the AO damaged by enemy fire or natural disaster.

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24	Number	Of bridges within the AO requiring construction/maintenance in AO.
25	Number	Of bridges constructed/improved within the AO.
26	Number	Of meters of bridging constructed/improved within the AO within a given time.
27	Number	Of instances of delays in scheduled arrivals due to interruption of bridging within the AO by combat actions or natural disaster.
28	Number	Of instances in which troop movement or sustaining operations were prevented due to bridge/gap impassability.
29	Number	Of bridging maintenance inspections conducted per month within the AO.



ART 5.1.2 ENHANCE MOVEMENT AND MANEUVER

5-8. Enhance force mobility in the forward area by constructing or repairing combat roads, trails, and forward airfields and landing zones to facilitate the movement of personnel, equipment, and supplies. (FM 5-100) (USAES)

NOTE: Mobility enhancing systems referred to in this task include, but are not limited to, bulldozers, road graders, armored combat earthmovers, dump trucks, cranes, scoop loaders, and explosives used for removing obstacles.

No.	Scale	Measure
01	Yes/No	Mobility enhancing activity was completed within the period specified in the order?
02	Time	To respond to an event (natural disaster or combat activity) that impacts the unit's movement and maneuver.
03	Time	That the preparation and execution of unit operations are delayed due to a natural disaster or combat activity that impacts the unit's movement and maneuver.
04	Time	To conduct a route/area reconnaissance of location where mobility enhancing activity is required.
05	Time	For staff to disseminate event data to subordinate units, higher headquarters, and laterally after discovery.
06	Time	To plan for the mobility enhancement effort.
07	Time	To move mobility enhancing systems to work site.
08	Time	To establish conditions necessary for the success of the mobility enhancement effort, such as establishing security, gaining permission from local authorities for construction, and obtaining supplies—gravel, sand, airfield mats, soil stabilization systems, etc.—necessary for construction.
09	Time	To complete mobility enhancing activity.

No.	Scale	Measure
09	Number	Of instances enemy offensive IO disabled, corrupted, or compromised friendly information systems and intelligence collection sensors.
10	Number	Of instances electronic fratricide occurred in AO.

ART 5.3.7.2 CONDUCT COUNTERPROPAGANDA

5-86. Establish plans and procedures to counter propaganda based on an effective public affairs and education program to expose, discount, and inform targeted audiences of threat propaganda initiatives. (FM 3-13) (USACAC)

NOTE: By policy and practice, ARSOF use the term “propaganda” to indicate PSYOP conducted by enemy or host nation forces, elements, or groups against US or coalition forces. (FM 3-05.30)

No.	Scale	Measure
01	Yes/No	Propaganda activities do not cause the abandonment of friendly COAs.
02	Time	To ID propaganda.
03	Time	To expose enemy attempts to influence friendly population and military forces.
04	Time	To design, produce, obtain approval, and disseminate accurate information to friendly forces as a counter to enemy propaganda.
05	Time	To ID enemy propaganda design, production, and dissemination assets and nominate them as targets for lethal or nonlethal attack.
06	Percent	Of enemy propaganda activities detected and countered.
07	Percent	Of enemy potential themes identified and accounted for in the conduct of the unit's military decision-making process, to include wargaming.
08	Percent	Of friendly PA and PSYOP efforts for counterpropaganda activities.
09	Percent	Of host nation and third country support lost to friendly operations due to enemy propaganda.
10	Number	Of instances audience, targeted by propaganda, acted IAW enemy instructions, such as deserting their post or surrendering to the enemy.
11	Number	Of enemy propaganda activities detected and countered.

ART 5.3.7.3 CONDUCT TACTICAL INFORMATION ASSURANCE

5-87. Plan, establish, and conduct programs and procedures to protect information and information systems. Implement safeguards and controls on data networks and computer systems. Ensure availability, integrity, authenticity, and security of information networks, systems, and data. Detect and react to compromises. Restore networks, systems, and data. (FM 3-13) (USACAC)

No.	Scale	Measure
01	Yes/No	Systems administrators and operators perform risk assessment of potential threats to friendly information systems and take appropriate action to respond to those risks.

No.	Scale	Measure
07	Time	To develop counter measures.
08	Percent	Of threat SIGINT collection capabilities correctly identified.
09	Percent	Of countermeasures that effectively denied or degraded the threat's ability to collect on friendly forces using SIGINT.

ART 5.3.8.6 PERFORM COUNTER-MEASUREMENT AND SIGNATURE INTELLIGENCE

5-100. Counter measurement and signature intelligence is designed to defeat or degrade threat measurement and signature intelligence collection capabilities. The intelligence staff will provide counterintelligence to the commander outlining the capabilities and limitation of threat measurement and signature intelligence services, and develop TTP to limit or eliminate these MASINT capabilities. (FM 34-1) (USAIC&FH)

No.	Scale	Measure
01	Yes/No	ID threat MASINT collection capabilities and limitations.
02	Yes/No	ID friendly force vulnerabilities to threat MASINT collection.
03	Yes/No	Develop countermeasure to deny or degrade threat's ability to collect on friendly forces.
04	Yes/No	Develop countermeasures to mitigate friendly force vulnerability to threat MASINT collection.
05	Yes/No	Threat capabilities and friendly force countermeasure identified in sufficient time for implementation.
06	Time	To develop threat databases and templates.
07	Time	To develop countermeasures.
08	Percent	Of threat MASINT collection capabilities correctly identified.
09	Percent	Of countermeasures that effectively denied or degraded threat's ability to collect on friendly forces using MASINT.

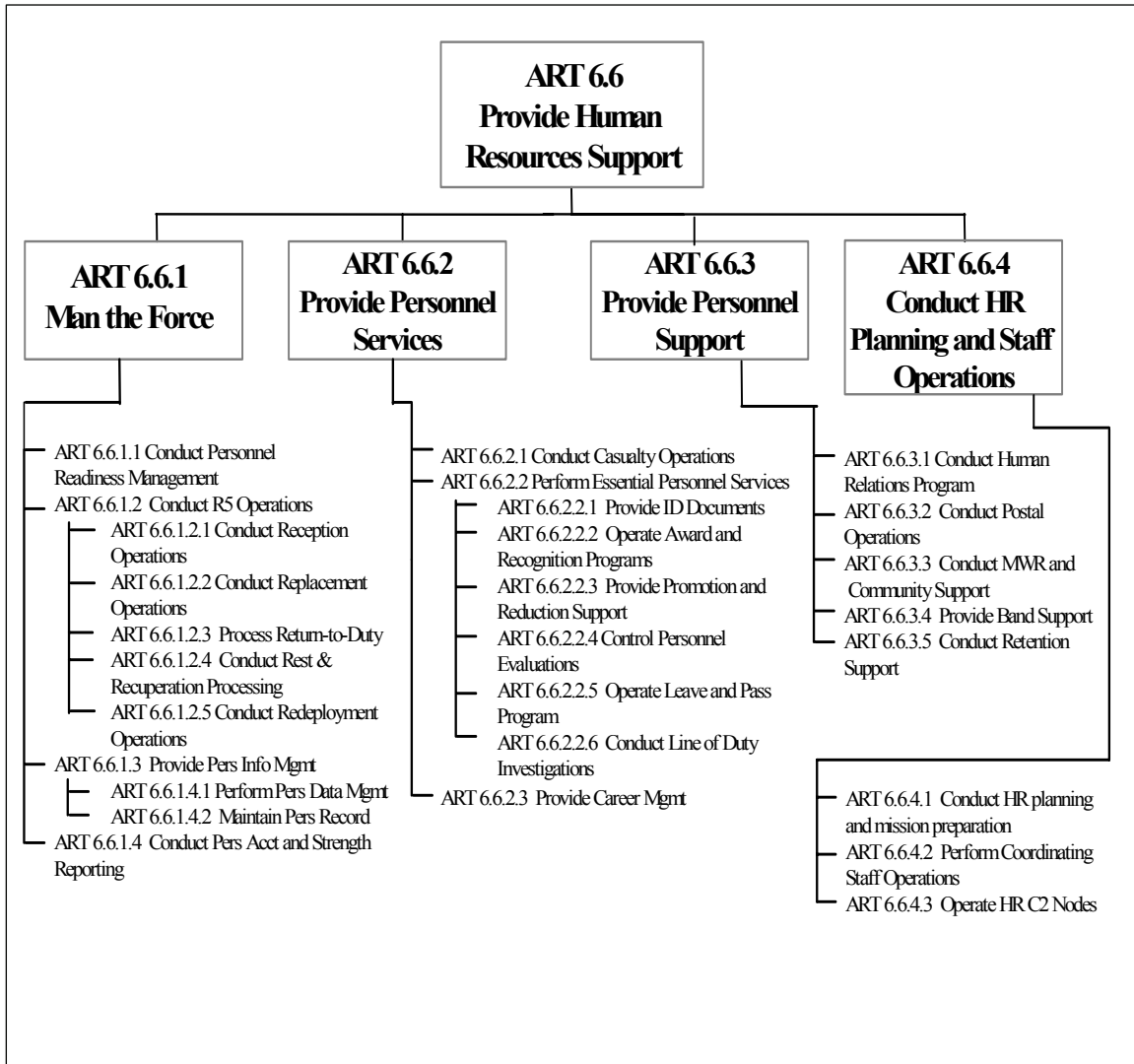
ART 5.3.9 CONDUCT ACTIONS TO CONTROL POLLUTION AND HAZARDOUS MATERIALS

5-101. Develop actions to prevent pollution generation and hazardous substance releases to avoid exposing friendly personnel to human health hazards, disrupting operations, adversely affecting indigenous or refugee populations and local economies; and to avoid damaging the natural or cultural environment. Conduct the environmental compliance program while appropriately considering the effect on the environment in accordance with applicable US and HN agreements, environmental laws, policies and regulations. Promptly report and cleanup hazardous substance releases while avoiding tactical interference and ensuring adequate protection of the environment. Manage hazardous wastes correctly prior to transporting them to a permitted treatment, storage, or disposal facility. (FM 3-100.4) (USAES)

No.	Scale	Measure
01	Cubic yards	Of earth cleaned/removed/replaced.
02	Days	Of delay in the operation.
03	Days	River closed as a source of drinking water.
04	Days	River closed to traffic.
05	Dollars	For hazardous material removal or disposal.
06	Dollars	To complete release recovery.

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07	Gallons	Of hazardous material released.
08	Number	Of species endangered as a result of pollution or a release.
09	Number	Of people with newly polluted drinking water.
10	Percent	Of operations cancelled or delayed.
11	Percent	Of population with newly polluted drinking water.
12	Percent	Of wildlife killed as a result of pollution/release.
13	Pounds	Of hazardous material released.
14	Number	Of spills reported per week.
15	Number	Of wildlife killed as a result of pollution/released.
16	Time	To provide the commander with the technical expertise relating to HAZMAT or POL releases.
17	Days	To provide training guidance to the field as required.
18	Days	Of training lost due to release.
19	Days	Of personnel injured or sickened as a result of pollution/release.



SECTION VI – ART 6.6: PROVIDE HUMAN RESOURCES SUPPORT

6-86. Provide activities and functions to sustain and conduct HR functions: man the force; provide personnel services and support to Soldiers, their families, DACs, contractors who deploy with the force (CDF), and organizations. (FM 1-0) (USAAGS)

ART 6.6.1 MAN THE FORCE

6-87. Ensure there is an uninterrupted flow of military and civilians to the AO so the commander has the personnel required to accomplish the mission. ART 6.6.1 involves readiness of the force, management of personnel information, and accountability of all personnel deploying with the force. (FM 1-0) (USAAGS)

ART 6.6.1.1 CONDUCT PERSONNEL READINESS MANAGEMENT

6-88. Distribute Soldiers to subordinate commands based on documented manpower authorizations and the commander's plans and priorities. This ART involves the critical manning tasks of predict, resource, monitor, assess, and adjust. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit soldiers distributed IAW commander's priorities and documented manpower authorizations.
02	Time	On average for reception and check-in at new unit.
03	Time	Delay in providing replacements due to operational priorities.
04	Time	Delay in providing replacements due to transportation shortfalls.
05	Percent	Of record transactions accomplished correctly.
06	Number	Of operations degraded, delayed, or modified due to personnel shortages.
07	Number	Of record transactions accomplished correctly.
08	Number	Of replacement personnel provided by command.

ART 6.6.1.2 CONDUCT RECEPTION, REPLACEMENT, REDEPLOYMENT, R&R, AND RTD (R5) OPERATIONS

6-89. Manage or administer the HR support activities of R5. Principal activities involve planning, coordinating, executing, and managing the movement of personnel from designated points of origin (APOD/APOE) to final destination and critical life support requirements while in transit. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The conduct of R5 operations supports supported unit mission accomplishment.
02	Time	On average to process one individual.
03	Times	Of delay for transporting soldier to unit on completion of processing.
04	Percent	Of replacement processing delayed due to operational requirements.
05	Percent	Of personnel assigned or processed incorrectly.
06	Percent	Of military and civilian personnel processed daily.
07	Number	Of return-to-duty soldiers processed daily.
08	Number	Of personnel assigned incorrectly.
09	Number	Of personnel departing.
10	Number	Of personnel arriving.

ART 6.6.1.2.1 Conduct Reception Operations

6-90. Reception operations are the initial support, coordination, and management provided at the port of embarkation (APOD/SPOD). It includes the physical reception and accountability of all forces entering the AOR. During reception, by-name accountability is established for all personnel entering or departing the AOR. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Reception operations procedures and processes support mission accomplishment.
02	Time	To process individual on average.
03	Time	To coordinate life support and onward movement of personnel.
04	Percent	Of individuals who were processed correctly.
05	Percent	Of record transactions accomplished correctly.
06	Percent	Of unit processing requirements met by D-Day.
07	Number	Of record transactions accomplished correctly.
08	Number	Of personnel processed within established time parameters.

ART 6.6.1.2.2 Conduct Replacement Operations

6-91. The physical reception, accounting, processing, support, and delivery of military and civilian personnel. Replacement operations primarily provides for individual replacements and groupings of individuals up through squad, crew, or team level as required by operations. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The conduct of replacement operations supports supported unit mission accomplishment.
02	Time	On average to process one soldier.
03	Times	Of delay for transporting soldier to his unit on completion of processing.
04	Percent	Of replacement processing delayed due to faulty personnel records.
05	Percent	Of personnel assigned incorrectly.
06	Number	Of personnel processed daily.
07	Number	Of personnel assigned incorrectly.

ART 6.6.1.2.3 Process Return to Duty

6-92. The Reception, accounting, processing, and support of military and civilians returning to duty from hospitals or medical care facilities. Return to duty personnel are directed to their original unit unless the battlefield condition clearly dictates otherwise. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The processing of return-to-day personnel supports supported unit mission accomplishment.
02	Time	On average to process one soldier.
03	Times	Of delay for transporting soldier to his unit on completion of processing.
04	Percent	Of return-to-day personnel delayed due to faulty personnel records.
05	Number	Of personnel processed daily.

ART 6.6.1.2.4 Conduct Rest and Recuperation Processing

6-93. To process, maintain accountability and support of personnel participating in Reception and Recuperation (R&R) Programs. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The processing of R&R personnel supports supported unit mission accomplishment.
02	Time	On average to process one soldier.
03	Times	Of delay for transporting soldier to his unit on completion of processing.
04	Percent	Of return-to-day personnel delayed due to faulty personnel records.
05	Number	Of personnel processed daily.

ART 6.6.1.2.5 Conduct Redeployment Operations

6-94. To manage the personnel flow to home station, reducing or eliminating the HR structure in the theater of operations, and supporting the reconstitution of units to premobilization-levels of readiness. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The conduct of redeployment operations unit mission accomplishment.
02	Time	On average to process one soldier.
03	Times	Of delay for transporting soldier to his unit on completion of processing.
04	Percent	Of return-to-day personnel delayed due to faulty personnel records.
05	Number	Of personnel processed daily.

ART 6.6.1.3 PROVIDE CAREER MANAGEMENT

6-95. Provide the military personnel management processes of meeting unit readiness objectives. This includes assisting soldiers in planning their careers through a sequence of events that range from accession, training, classification, assignment, utilization, retention, and separation from military service. ART 6.6.1.3 includes officer procurement, formal and specialized training applications, classification management, manpower utilization, assignment management, retention management, and service termination. (FM 12-6) (USAAGS)

No.	Scale	Measure
01	Yes/No	Career management procedures support mission accomplishment.
02	Time	To process awards on average.
03	Time	To process promotions on average.
04	Percent	Of performance evaluations completed within established time parameters.
05	Percent	Of personnel who receive awards within established time lines.
06	Percent	Of eligible personnel retained.
07	Percent	Of eligible personnel separated from service with set time parameters.
08	Number	Of eligible personnel separated from service within established time parameters.
09	Number	Of awards presented in AO within established time lines.

ART 6.6.1.4 PROVIDE PERSONNEL INFORMATION MANAGEMENT

6-96. Collect, verify, maintain, report, and distribute military personnel management information about Soldiers, DACs, contractors who deploy with the force (CDF), and units. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The personnel information available to a unit enhances that unit's ability to accomplish its mission.
02	Time	On average for providing information.
03	Time	Of delay in providing information due to data transmission.
04	Percent	Of record transactions accomplished correctly.
05	Percent	Of average time for providing information.
06	Number	Of record transactions accomplished correctly.

ART 6.6.1.4.1 Perform Personnel Data Management

6-97. Synchronize the operation of personnel data systems to ensure both vertical and horizontal integration of information is maintained in a timely and accurate manner. ART 6.6.1.4.2 provides information products to commanders and personnel managers so personnel readiness decisions can be made. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Personnel data is available in a timely and accurate manner to make personnel readiness decisions.
02	Time	On average for collecting information.
03	Time	On average for providing information.
04	Number	Of operations degraded, delayed, or modified due to personnel changes.

ART 6.6.1.4.2 Maintain Personnel Records

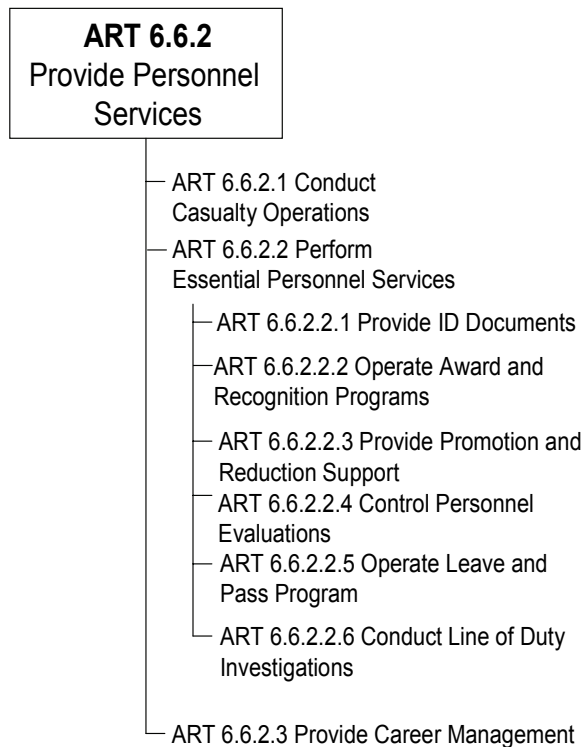
6-98. Execute the records-keeping aspect of all critical individual personnel information (manual or automated) and management controls ensuring deployment data is updated as soon as the information is available. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Accurate personnel data is available in a timely manner to make personnel readiness decisions.
02	Time	To enter information in official military personnel file (on average).
03	Time	To transfer unit data electronically into Total Army Personnel Data Base.
04	Percent	Of official military personnel files that have incorrect data entered (based on sample surveys).

ART 6.6.1.5 CONDUCT PERSONNEL ACCOUNTING AND STRENGTH REPORTING

6-99. Record by-name data on soldiers, DACs, and contractors who deploy with the force (CDF), when they arrive and depart units, when their duty status changes, and when their grade changes. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The personnel accounting and strength reporting enhances the unit's ability to accomplish its mission.
02	Time	To audit personnel record transactions by unit.
03	Percent	Of record transactions accomplished correctly.
04	Percent	Of personnel assigned incorrectly.
05	Number	Of record errors in personnel files by unit.
06	Number	Of record transactions accomplished correctly.
07	Number	Of personnel assigned incorrectly.



ART 6.6.2 PROVIDE PERSONNEL SERVICES

6-100. Administer the essential personnel services to maintain soldier readiness, and sustain the human dimension of the force. Essential personnel services include ID documents, awards and recognition programs, promotions and reductions, evaluations, leave and pass, and line of duty investigations. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	The unit's ability to accomplish its mission is enhanced as a result of the quality or quantity of personnel service support provided to it.
02	Time	To process individual action.
03	Time	To coordinate or collect essential personnel service information.
04	Percent	Of actions processed in specified time frame.
05	Percent	Of actions processed incorrectly.
06	Percent	Of actions returned for additional information.
07	Percent	Of personnel services capabilities in place and operational on activation of the AO.
08	Percent	Of casualty reports submitted in specified time frames.

ART 6.6.2.1 CONDUCT CASUALTY OPERATIONS

6-101. Record, report, verify, and process casualty information; conduct casualty notification; and provide casualty assistance to surviving family members. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Families, of soldiers and other personnel with official standing within the AO who become casualties, are accurately notified in a timely and compassionate manner.
02	Time	To establish casualty liaison team at medical facilities.
03	Time	To record and report casualty information.
04	Time	To obtain evacuation reports from medical facilities.
05	Time	Of average delay in reporting and processing casualties reports.
06	Time	To provide casualty information to commanders.
07	Percent	Of casualties not reported to DA within 24 hours of incident.

ART 6.6.2.2 PERFORM ESSENTIAL PERSONNEL SERVICES

6-102. Conduct personnel actions and services that are critical in supporting individual career advancement and development, proper identification documents for security and benefits entitlements, and recognition of achievements and service performance. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Personnel actions let soldiers know their contributions are valued by that organization.
02	Time	To process action (on average).
03	Percent	Of number of actions returned for incompleteness.
04	Percent	Of personnel actions processed correctly.

ART 6.6.2.2.1 Provide Identification Documents

6-103. Provide DOD identification documents that comply with the articles of the Geneva Convention of 1949, identification tags and badges, and other identification documents as required. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Every soldier, DOD/DA civilian employee, or civilian contractor within the AO has his required identification documents.
02	Time	To process identification actions (on average).
03	Percent	Accuracy in the preparation of identification documents.
04	Number	Of official documents processed.

ART 6.6.2.2.2 Operate Award and Recognition Programs

6-104. Provide awards and decorations support, and other recognition programs to assist commanders in recognizing the valor, achievements, and service of individuals. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit recognition program fairly, equitably, and accurately recognizes the contributions made by unit and supporting individuals toward mission accomplishment.
02	Time	To process award (on average).
03	Percent	Of award nominations returned to commands for administrative corrections.
04	Percent	Of force receiving awards per year in AO.
05	Percent	Of award nominations denied/downgraded.

ART 6.6.2.2.3 Provide Personnel Promotions and Reductions Support

6-105. Execute promotion policies and processes to fill authorized personnel spaces with qualified personnel. ART 6.6.2.2.4 also maintains the discipline and quality of the force through reductions resulting from disciplinary and or administrative actions. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit personnel promotions and reductions occur on a fair and equitable basis.
02	Time	To process promotions (on average).
03	Time	To administer and effect reductions (on average).
04	Time	To await non-judicial punishment or courts-martial (on average).
05	Percent	Of eligible personnel promoted by grade in a given period.
06	Percent	Of promotions delayed due to administrative errors in a given period.
07	Percent	Of force receiving disciplinary action in a given period.
08	Percent	Of promotions processed correctly in a timely manner.
09	Number	Of promotions per grade in a given period.

ART 6.6.2.2.4 Control Personnel Evaluations

6-106. Document the performance of Soldiers in the execution of duties. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Complete unit personnel evaluations fairly, equitably, and accurately and within established time lines.
02	Time	To process evaluation reports (on average).
03	Percent	Of evaluation reports returned to commands for administrative corrections.
04	Percent	Of evaluation reports submitted after deadlines prescribed by Army regulation.

ART 6.6.2.2.5 Operate Leave and Pass Program

6-107. The Leave and Pass Program promotes the maximum use of authorized absences to support health, morale, motivation, and efficiency of personnel. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Program and procedures are used fairly, equitably and accurately.
02	Yes/No	Program enhances the unit's ability to accomplish its mission.
03	Time	To process and prepare leaves or passes (on-average).
04	Percent	Of leaves and passes submitted IAW specified time periods.

ART 6.6.2.2.6 Conduct Line of Duty Investigations

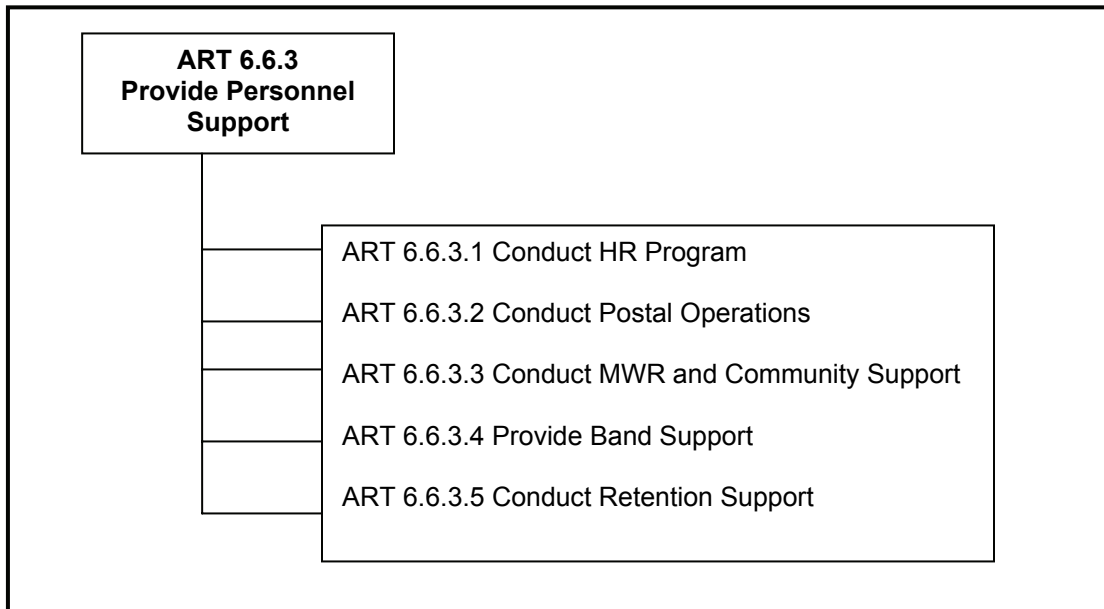
6-108. Line of Duty (LOD) investigations are used to determine if a Soldier or Army civilian's disease, injury, or death occurred in the LOD. LOD investigations impact on entitlements to medical, dental, or other benefits. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Formal and informal LOD are conducted in all cases of disease, injury, or death.
02	Time	To appoint investigation officer (on-average).
	Time	To conduct investigation in specified time periods.
03	Percent	Of LOD completed in specified time periods.
04	Percent	Of LOD completed incorrectly.

ART 6.6.2.3 PROVIDE CAREER MANAGEMENT

6-109. Support the military personnel management processes of meeting unit readiness objectives. This includes assisting Soldiers in planning their careers through a sequence of events that range from accession, training, classification, assignment, utilization, retention, and separation from military service. ART 6.6.1.3 includes officer procurements, formal and specialized training applications, classification management, manpower utilization, assignment management, retention management, and service termination. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Career management procedures support mission accomplishment.
02	Time	To process awards (on average).
03	Time	To process promotions (on average).
04	Percent	Of performance evaluations completed within established time parameters.
05	Percent	Of personnel who receive awards within established time lines.
06	Percent	Of eligible personnel retained.
07	Percent	Of eligible personnel separated from service with set time parameters.
08	Number	Of eligible personnel separated from service within established time parameters.
09	Number	Of awards presented in AO within established time lines.



ART 6.6.3 PROVIDE PERSONNEL SUPPORT

6-110. Administer the personnel support required to execute human relations (HR) programs, substance abuse prevention programs, enhance unit cohesion, and sustain the morale of the force. (FM 1-0) (USAAGS)

ART 6.6.3.1 CONDUCT HR PROGRAMS

6-111. Execute Army HR programs critical to sustaining individual and unit readiness. This includes EO program, sexual harassment program, substance abuse prevention program, and weight control program. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	All unit members feel they are valued members of the unit.
02	Yes/No	Human relations programs are fully established and enhance individual and unit readiness.
03	Time	Necessary to implement a HR program or resolve an individual case.
04	Percent	Of planned HR programs in place and operational.
05	Percent	Of HR cases successfully closed/completed.
06	Number	And types of HR programs required.
07	Number	Of personnel in HR programs.
08	Number	Of cases successfully closed/completed.

ART 6.6.3.2 CONDUCT POSTAL OPERATIONS

6-112. Operate a network to process mail and provide postal services. Processing mail involves receiving, separating, sorting, dispatching, and redirecting ordinary and accountable mail; conducting international mail exchange; handling casualty and enemy prisoner of war mail; and screening for contaminated/suspicious mail. Postal services involve selling stamps; cashing and selling money orders; providing registered (including classified, up to secret); insured, and certified mail services; and processing postal claims/inquiries. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit members can send and receive mail.
02	Yes/No	Postal operations established in a timely manner that enhances force morale.
03	Time	To process and distribute mail, after receipt.
04	Time	For mail to transit from CONUS to overseas addressee (on average).
05	Percent	Of required airmail terminals and post offices established within planned timelines.
06	Percent	Of routes that have alternative routing sites.
07	Percent	Of routes that have daily delivery.
08	Percent	Of processed mail undeliverable.
09	Number	Of tons of backlogged mail, by class per day.

ART 6.6.3.3 PROVIDE MWR AND COMMUNITY SUPPORT ACTIVITIES

6-113. Provide Soldiers and DACs with recreational and fitness activities, goods, and services. For contingency operations, the MWR network provides unit recreation and sports programs and rest areas for brigade-sized and larger units. Community support programs include the American Red Cross (ARC) and family support. The ARC provides forward-deployed units with a direct link to their families during emergencies, and thus gives Soldiers confidence that their families are safe and capable of carrying on during their absences. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Unit personnel and other authorized individuals have safe means to release some of the stress imposed on them as a result of their participation in full spectrum operations.
02	Yes/No	Quality of MWR program meets unit and individual needs.
03	Time	To establish adequate recreation/fitness facilities in AO after forces close in theater.
04	Percent	Of deployed units that have access to American Red Cross programs.
05	Percent	Of personnel with access to adequate recreational/fitness facilities.
06	Percent	Of deployed personnel who have access to rest and recuperation facilities.
07	Percent	Of units that have active community support programs.
08	Number	Of hours per day allotted to personnel leisure, recreation, and fitness activities.

ART 6.6.3.4 PROVIDE BAND SUPPORT

6-114. Provide music throughout the full spectrum of operations and instill in our Soldiers the will to fight and win, foster the support of our citizens, and promote our national interests at home and abroad. (FM 1-0) (USAAGS)

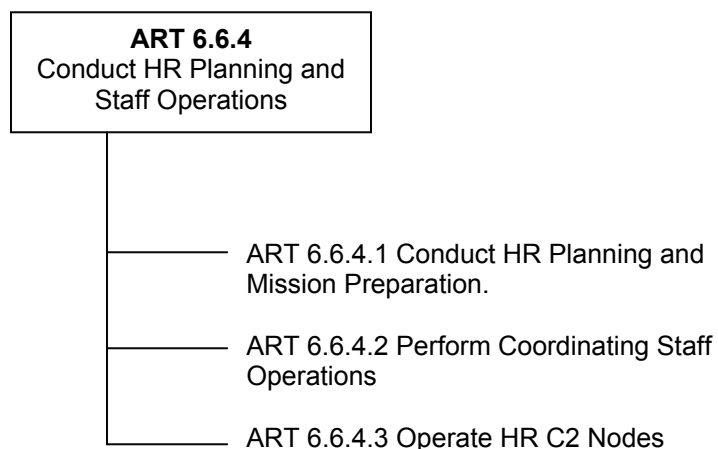
No.	Scale	Measure
01	Yes/No	Band support contributes to mission accomplishment.
02	Time	To rehearse the music required for the mission.
03	Time	To rehearse drill and ceremony required for the mission.
04	Time	To coordinate the performance of an assigned mission.
05	Time	To arrange logistical and administrative support for the band.
06	Time	To obtain recommendations and legal advice from the staff judge advocate.
07	Percent	Of authorized personnel required to perform the specific mission.
08	Percent	Of authorized musical equipment on hand and serviceable.

ART 6.6.3.5 CONDUCT RETENTION OPERATIONS

6-115. Improve readiness, force alignment, and maintain Army end strength through the development and retention of Soldiers. Specifically, advise leaders and counsel Soldiers, employing the four phases of the Army Career Counseling System to increase retention and reduce unit-level attrition. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Retention supports unit mission accomplishment.
02	Time	To provide retention information (on average).
03	Time	To provide retention services (on average).
04	Time	To retain personnel to fill current positions (on average).
05	Percent	Of reenlistment actions processed correctly.
06	Percent	Of eligible personnel retained.
07	Percent	Of reenlistments occurring during a designated time.
08	Number	Of retention actions processed correctly.
09	Number	Of military personnel supported (given in an average).

ART 6.6.4 CONDUCT PERSONNEL PLANNING AND STAFF OPERATIONS



ART 6.6.4.1 CONDUCT HR PLANNING AND MISSION PREPARATION

6-116. Conducts mission and planning analysis, generates possible courses of action, analyzes and compares courses of action to a set of criteria and selecting a solution, and produces an operation plan or order annex. Action determines type of support needed, number and type of units required, and other resources needed to provide precise human resources support according to the factors of mission, enemy, time, terrain, troops, and civilian considerations (METT-TC). (FM 1-0) (USAAGS)

ART 6.0: The Combat Service Support Battlefield Operating System

No.	Scale	Measure
01	Yes/No	HR support is integrated into the staff process.
02	Yes/No	HR support is integrated into the command budget cycle.
03	Yes/No	HR element conducts mission analysis.
04	Yes/No	HR element produces HR support plan to support mission.
05	Time	To coordinate and plan HR support for mission.
06	Time	To integrate written plan into mission operations order or FRAGO.
07	Time	Of time needed to plan for resources.
08	Number	Of days required to determine requirements.
09	Percent	Of units in place and operational.

ART 6.6.4.2 PERFORM COORDINATING STAFF OPERATIONS

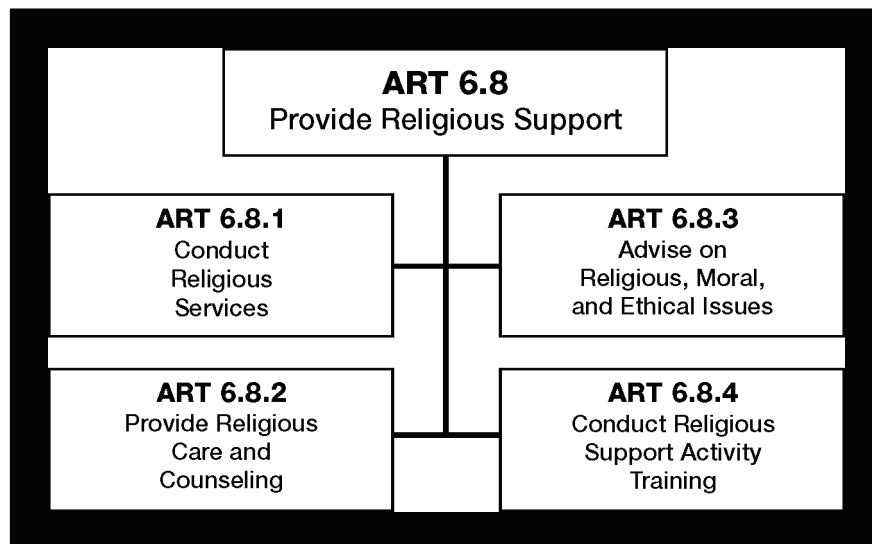
6-117. Conduct coordinating staff operations for elements aligned or organized under the staff supervision of G-1/S-1. Activities may include military law-and-order, discipline, chaplain or legal affairs, and financial operations. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Coordinating operations supports mission accomplishment.
02	Time	To plan and coordinate requirements.
03	Time	To integrate into operational plans and FRAGO.
04	Percent	Of operations processed correctly.
05	Percent	Of coordinating operations occurring during a designated time.
06	Number	Of coordinating actions processed correctly.

ART 6.6.4.3 OPERATE HR C2 NODES

6-118. Establish, operate, and maintain HR C2 communications nodes. HR C2 nodes include those required for all HR operations, across commands and echelons, and to higher and lower elements. (FM 1-0) (USAAGS)

No.	Scale	Measure
01	Yes/No	Established nodes and procedures support unit mission accomplishment.
02	Yes/No	Adequate equipment and personnel are available to establish required nodes.
03	Yes/No	Operational nodes provide the ability to maintain COP.
04	Time	To establish required nodes for HR operations.
05	Time	To coordinate and establish ALOC and sustainment operations.
06	Percent	Of accuracy of PERSTAT reports submitted.
07	Percent	Of PERSTAT reports received requiring additional information.
08	Number	Of HR nodes established in a specified time period.
09	Number	Of critical HR nodes required for operations.



SECTION VIII – ART 6.8: PLAN RELIGIOUS SUPPORT OPERATIONS

6-117. Religious support operations provide a ballast and fortification for the Warrior Ethos in expeditionary Army campaigns. The comprehensive integration of religious support operations is the means by which the free exercise of religion for Soldiers and their families occurs in the future Force. Religious support operations provide for the spiritual, ethical, and moral needs of Soldiers, family members, and authorized civilians (to include contractors who deploy with the force). (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Religious support operations support the unit's ability to accomplish its mission.
02	Yes/No	Develop a comprehensive religious support plan for the contemporary operating environment addressing both core capabilities of Religious Leader and Principal Religious Advisor.
03	Yes/No	Plan for faith group coverage to include: General Protestant, Roman Catholic, Orthodox, Jewish, Buddhist, Islamic, and others as required.
04	Yes/No	Develop training program for lay leaders to perform worship services.
05	Yes/No	Assesses the spiritual readiness of soldiers and units to include the moral and ethical climate.
06	Yes/No	Plan for religious support for multinational and coalition forces.
07	Number	Number of Unit Ministry Teams (UMTs) within the AO.
08	Yes/No	Develop SOPs for religious support to the caregiver and mass casualty.

ART 6.8.1 CONDUCT RELIGIOUS SERVICES

6-118. Provide or perform collective or denominational religious worship services and religious coverage in the contemporary operating environment. Conduct or provide for memorial ceremonies; services, and funerals. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Religious services meet the needs of the supported unit's personnel.
02	Yes/No	Provide for faith group services to include: General Protestant, Roman Catholic, Orthodox, Jewish, Buddhist, Islamic and others as required.
03	Yes/No	Lay leaders are identified to perform worship services, as needed.
05	Yes/No	ID location for services to be conducted.
06	Yes/No	ID and execute force protection plan for services.
07	Yes/No	ID and plan transportation requirements to enable UMTs transit to identified locations.
08	Number	Of hours per week spent conducting worship services.
09	Number	Of memorial ceremonies/services and funerals conducted.
10	Yes/No	Plan for seasonal religious celebrations.

ART 6.8.2 PROVIDE SPIRITUAL CARE AND COUNSELING

6-119. Provide spiritual care and counseling to Soldiers, family members, and authorized civilians (to include contractors who deploy with the Force) for spiritual comfort, moral support, and spiritual faith and encouragement. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	UMT conducts MDMP to identify religious care and counseling needs for the unit.
02	Yes/No	Religious care and counseling support the mission of the unit's personnel.
03	Time	For the UMT to receive a request for counseling.
04	Time	For individual to be seen by a chaplain.
05	Time	To move within the AO to provide religious care and counseling.
06	Time	To develop resources and supporting agencies to refer individuals for additional care.
07	Percent	Of soldiers seen who require follow-up counseling.
08	Number	Of soldiers seen who require follow-up counseling.
09	Number	Of soldiers seen who require referral services.
010	Number	Of hours per week spent providing religious care and counseling.
011	Number	Of hours per week planning and analyzing needs and trends for spiritual care and counseling that impact mission readiness.

ART 6.8.3 PROVIDE RELIGIOUS SUPPORT TO THE COMMAND

6-120. Advise the commander on issues of religion, ethics, and morale (as affected by religion), including the religious needs of all personnel for whom the commander is responsible. (FM 1-05) (USACHCS)

No.	Scale	Measurement
01	Yes/No	Conducted unit analysis to determine the current religious, moral, and ethical climate within the unit and the AO.
02	Yes/No	Conducted mission analysis to determine the impact on the religious, moral and ethical climate within the unit and the AO.
03	Yes/No	Conducted a religious area analysis to determine the impact of religion on the unit's mission.
04	Yes/No	Conducted a religious IPB to determine trigger points that would impact on mission.
05	Time	Spent preparing a religious area analysis.
06	Time	Spent conducting unit analysis.
06	Time	Spent preparing a religious IPB.
07	Time	Spent supporting the commander in the execution of Civil-Military Operations.
08	Time	Spent as a member of the IO working group.
09	Time	Spent advising the commander on EPWs, civilian detainees, and refugees.
10	Time	Advising the commander on issues concerning subordinate UMTs.

ART 6.8.4 PROVIDE RITES, SACRAMENTS, AND ORDINANCES

6-121. Provide for sacraments, rites, and ordinances IAW the tenets of the denomination or faith group. The Army chaplaincy meets the full spectrum of faith group and denominational-specific nonworship core and essential religious support requirements of a vast religious diversity demonstrating the national resolve to guarantee the Constitutional rights of Soldiers. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	ID faith group requirements for sacraments, rites, and ordinances.
02	Yes/No	Develop service matrix for sacramental requirements.
03	Yes/No	Develop lay-leader coverage plan to provide sacraments, rites, and ordinances.

ART 6.8.5 COORDINATE MILITARY RELIGIOUS SUPPORT

6-122. The Unit Ministry Team (UMT) plans, co-coordinates, and resources precise religious support according to the factors of METT-TC. UMTs respond to crises across the full spectrum of military operations. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	UMT is integrated into the Staff Planning and Mission Process.
02	Yes/No	UMT is integrated into the command budget cycle.
03	Yes/No	UMT conducts mission analysis.
04	Yes/No	UMT produces religious support plan to support mission.
05	Time	Spent in planning for resources.
06	Time	Spent in writing religious support plan.
07	Time	Spent in collaboration with staff elements.

ART 6.8.6 PROVIDE RELIGIOUS CRISIS RESPONSE

6-123. The UMT assists the command through prevention, intervention, mitigation, and normalization of crisis events. Integrate all crisis-helping agencies to support the needs of the combatant commander. UMTs respond to crises across the full range of conflict, operating across the full spectrum of military operations from homeland security to humanitarian assistance (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	Develop plan and resources for crisis intervention.
02	Yes/No	ID symptoms of combat trauma.
03	Time	Conduct critical stress defusing.
04	Yes/No	Develop pastoral self-care resources for trauma.
05	Time	Conducting critical stress debriefings.
06	Time	Referring individuals for follow-up care.
07	Percent	Of soldiers with symptoms of combat trauma.
08	Yes/No	Conducted training to spiritually harden soldiers for deployment.

ART 6.8.7 PROVIDE RELIGIOUS MANAGEMENT AND ADMINISTRATION SUPPORT

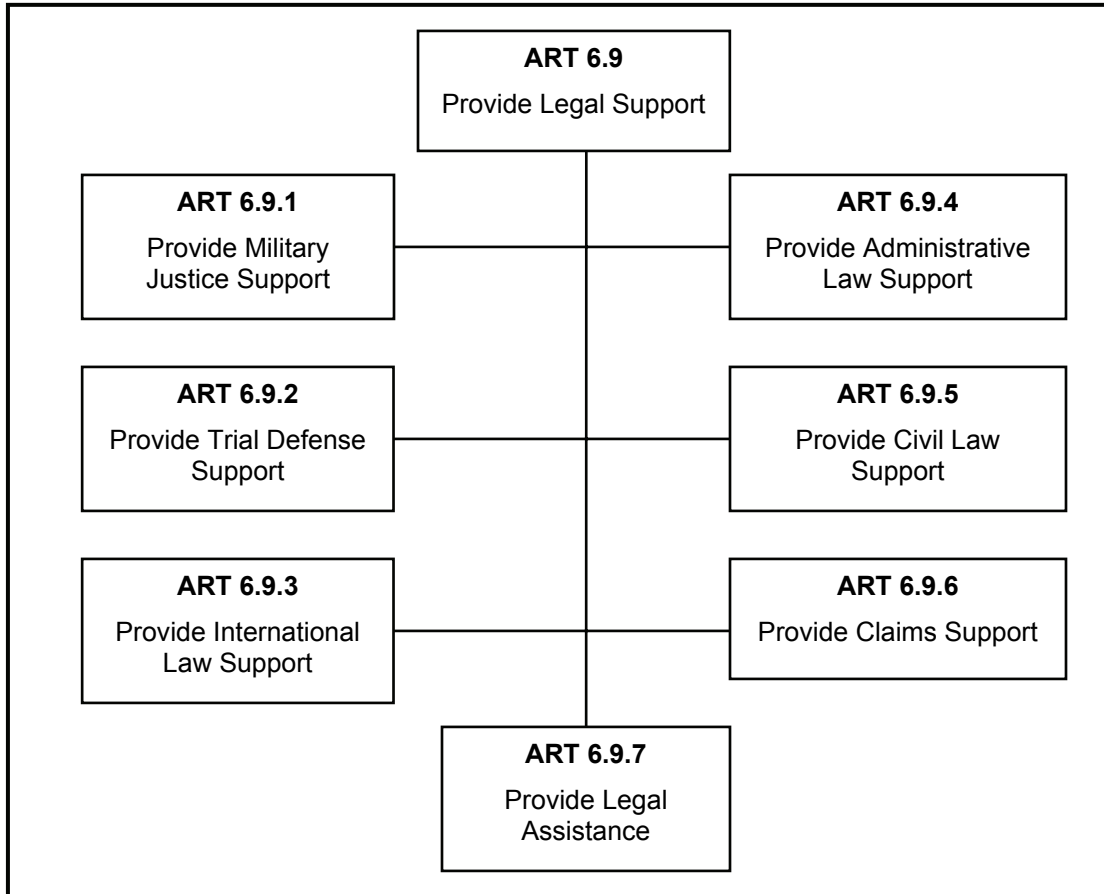
6-124. Conduct management and administration of Army chaplaincy personnel, facilities, equipment, materiel, funds, and logistics. (FM 1-05) (USACHCS)

No.	Scale	Measurement
01	Yes/No	UMT understands Chaplain Life Cycle.
02	Yes/No	UMT updates TOE and TDA requirements.
03	Yes/No	UMT develops quarterly training guidance for the command training guidance.
04	Yes/No	UMT maintains hand receipts for all facilities and equipment.
05	Time	Spent on personnel management.
06	Time	Spent on internal management and administrative activities.
07	Yes/No	UMT plans for resupply and distribution of essential ecclesiastical supplies.

ART 6.8.8 PROVIDE RELIGIOUS EDUCATION

6-125. The UMT provides, performs, and integrates religious education and faith sustaining activities to meet the military religious support needs of Soldiers and families. The UMT enables religious education and spiritual formation through classes, private studies, groups, meetings, retreats, and by providing religious educational material and curriculum. (FM 1-05) (USACHCS)

No.	Scale	Measure
01	Yes/No	UMT conducts MDMP to determine religious educational needs and faith-specific requirements.
02	Yes/No	Religious educational programs support the mission readiness of the unit.
03	Yes/No	Educational materials are appropriate for the faith-specific program.
04	Time	To assess the effectiveness of the religious educational program on mission readiness.
05	Time	Spent to plan and identify the resource requirements to support the religious educational program.
06	Number	Of personnel who attend religious educational programs.
07	Number	Of hours per week conducting and supervising religious educational programs.
08	Yes/No	Determined needs of Directors of Religious Education (DREs).
09	Time	Supervise the DREs.



SECTION IX – ART 6.9: PROVIDE LEGAL SUPPORT

6-119. Provide operational law support in all legal disciplines (including military justice, international law, administrative law, civil law, claims, and legal assistance) in support of the command, control, and sustainment of operations. (FM 27-100) (TJAGSA)

NOTE: ART 7.4.5 (Provide Operational Law Support) and ART 7.7.2.1 (Provide Military Justice Support) are included in ART 7.0 (Command and Control Battlefield Operating System).

No.	Scale	Measure
01	Yes/No	Legal support services enhance the supported unit's ability to accomplish its mission?

ART 6.14.8 PROVIDE MILITARY SUPPORT TO THE CONDUCT OF ELECTIONS OCONUS AND ITS TERRITORIES

6-178. Military forces may be required to assist host nation (HN) civil authorities in providing a secure environment so elections can proceed. The military's primary responsibility is to prevent a disruption of the election process. US forces should not be perceived as influencing the election process. Ideally, HN governments and institutions will have the lead in developing and implementing elections with US military in a supporting role. This support may include assisting the electoral commission in the planning and coordination of the election execution process, and augmenting the indigenous security forces, as directed. Overt US military involvement in the election process may be perceived as detrimental to an open, democratic, and legitimate election and taint the outcome. Planning and execution must be consistent with US law, national strategic guidance, and HN government regulations. The integrity of the election is the responsibility of the HN election commission.

NOTE: Military forces performing ancillary tasks (such as security patrols, establishment of observation posts, and medical support) contribute to the performance of this task. Additionally, the commander can use PSYOP assets to more effectively disseminate election information (such as registration procedures, polling places, security measures, and election results). (FM 3-07) (USACAC)

No.	Scale	Measure
01	Yes/No	ID Department of State, US Embassy, Task Force Commander, or lead U.S. agency's guidance on roles, responsibilities, instructions, and parameters for U.S. Army forces support.
02	Yes/No	Ensured support roles and responsibilities are in compliance with U.S. law, national strategic guidance, and HN regulations.
03	Yes/No	Coordinated security mission requirements with Joint military, international agencies, observers, electoral commission, HN government, and indigenous security forces.
04	Yes/No	Monitored intelligence and civil information reports for potential security issues.
05	Yes/No	Integrated HN security forces as lead element.
06	Yes/No	Assessed security force capability and vulnerability.
07	Yes/No	Conducted deliberate area and route security assessment.
08	Yes/No	Assisted in development of shaping security plans prior to election.
09	Yes/No	Assisted in development of decisive security plans during conduct of election.
10	Yes/No	Assisted in development of contingency security plans for various election outcome scenarios.
11	Yes/No	Conducted risk assessment.
12	Yes/No	Augmented HN security forces in providing area security and reconnaissance in pre-, during-, or post-elections.
13	Yes/No	Reacted promptly after notification or warning to mitigate effects of a disruptive situation or crisis.

ART 7.11.5 DISPLAY HISTORICAL ARTIFACTS

7-708 This task encompasses the visual means by which the interpretation of Army history is accomplished and involves the exhibition of a portion of the collection of a museum or historical collection. It is the method by which the majority of the institution's audience is reached. Museum exhibits encompass permanent, temporary, traveling, and remote displays. (AR 870-20) (Center of Military History)

No.	Scale	Measure
01	Yes/No	Do historical exhibits conform to professional standards?
02	Yes/No	Do historical exhibits advance the purposes of the Army historical program in cooperation with the civilian historical community, military historians, and the military profession?
03	Yes/No	Are Army museums and museum activities organizationally aligned where they will be most effective as training, educational, and research institutions?
04	Yes/No	Do the exhibits and historical documents and artifact collections support military training, education, research, and development?
05	Yes/No	Are historical exhibit facilities and collections maintained in a professional manner as directed in public law and Army regulations?
06	Yes/No	Are historical artifacts and art held in custody by any Army agency or organization accounted for, cataloged, preserved, transferred, and disposed of IAW AR 870-20, chapter 2?
07	Yes/No	Is extreme care taken to prevent the loss, damage, or destruction of historical artifacts or artwork?
08	Number	And type of historical artifacts displayed.

SECTION XII –ART 7.12: DEVELOP A COMMAND ENVIRONMENTAL PROGRAM

7-709 Identify the areas affected by environmental considerations. Determine the specifics of a command program for your unit or organization that supports the Army program. Develop a command environmental program. Successfully incorporate environmental considerations into all operations by implementing the commander's environmental program. The commander may use a designated unit environmental compliance officer (ECO) to assist in implementing this program. (FM 3-100.4) (USAES)

No.	Scale	Measure
01	Scale	Command environmental program prevents/mitigates the frequency of environmental incidents by unit personnel.
02	Yes/No	Modified the command environmental program to include new environmental considerations, rules, or specific guidance.
03	Time	Of measures introduced to mitigate/eliminate the risk of hazardous material, POL spills (or other types of releases).
04	Number	Of violations of the command environmental program occurring within a given time period.
05	Number	Of environmental hazards not covered initially by the command environmental program.
06	Number	Of environmental officers trained and appointed on orders for all subordinate units per AR 200-1.

07	Yes/No	Unit SOPs cover spill prevention and response, pollution prevention, and the use of the material safety data sheets (MSDS).
08	Yes/No	All soldiers have received and are current in their required environmental training.

